



1992 Budget

Executive Summary

**As Adopted By
Regional Council**

Regional Municipality of Ottawa-Carleton

Version française disponible au Service des finances de la
MROC, Direction des services budgétaires (613-560-1316).

Budget Highlights

A budget can best be described as the assigning of financial resources to directions the Council is prepared or required to support. That support is defined by integrating strategic planning and the budgeting process to provide a clear focus for departmental budget preparation and subsequent corporate analysis and recommendation. This identifies the appropriate financial requirements associated with approved programs and service levels.

The 1992 budget was developed in response to the public's serious concern about taxation at all levels of government. It was recognized from the outset that 1992 would not be a "business-as-usual" budget. It could not recognize all the needs of previously approved programs. There is a continuing need to balance community expectations with the reality of taxpayer affordability.

The lingering economic recession and the continuing significant impact of provincial program entanglement, limited the range of choices available to Regional Council, making the 1992 Budget one of the most difficult in recent history.

Notwithstanding these issues, this budget provides an additional \$80 million to meet the increasing demands in the provincially mandated program areas of Social and Health services, while holding the tax increase to 3.8% for the urban service package.

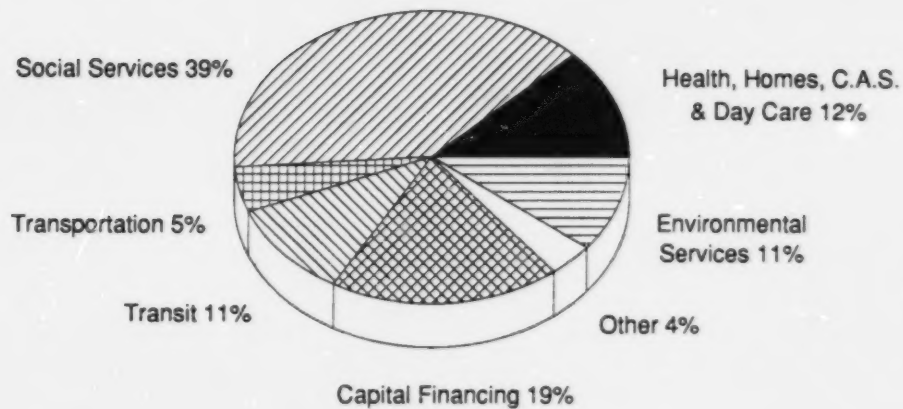
1992 Budget Highlights

- for the average urban taxpayer, a 3.8% tax increase,
- for the average rural taxpayer, an 8.0% tax increase,
- a water rate of 50¢ a cubic metre with no change in the sewer surcharge rate (for the average household, a 3.9% increase in the water/sewer bill),
- a 4.2% increase in the fire supply charge,
- a landfill tipping fee of \$51.00 a tonne effective Jan 1, 1992,
- additional tax supported program spending of \$83 million
- 1992 capital authority requests totalling \$151 million.

The financial impact on an average household in Ottawa-Carleton of the taxes and rates as adopted in this budget is provided in Annex A.

1992 Operating Budget Combined Spending of Tax & Rate Supported Programs

\$834.5 million



Capital Budget Authority 92 - 96

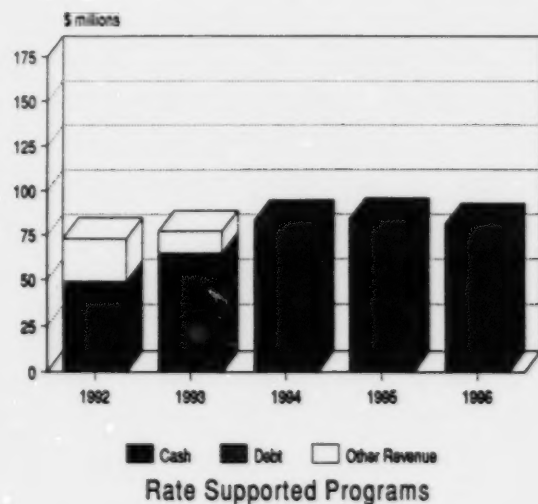
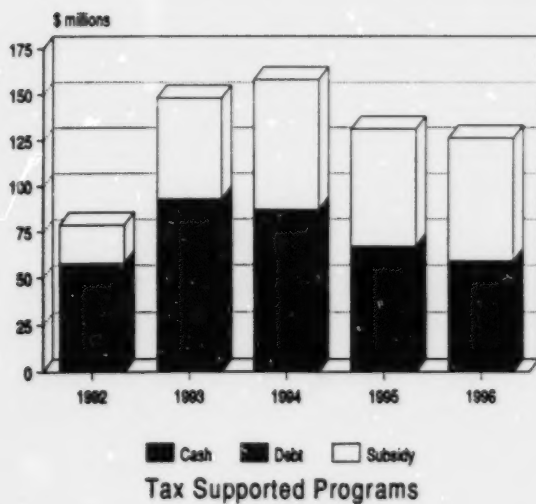


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Members of 1992 Regional Council



ALBERT BOUWERS
Mayor
Township of Osgoode
Executive Committee Member



CLAUDETTE CAIN
Mayor
City of Gloucester
Executive Committee Member



BRIAN COBURN
Mayor
Township of Cumberland
Executive Committee Member



BEN FRANKLIN
Mayor
City of Nepean
Executive Committee Member



DIANE HOLMES
Councillor
City of Ottawa
Executive Committee Member



JACQUELIN HOLZMAN
Mayor
City of Ottawa
Executive Committee Member



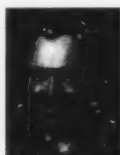
MARK MALONEY
Councillor
City of Ottawa
Executive Committee Member



JOAN O'NEIL
Councillor
City of Ottawa
Executive Committee Member



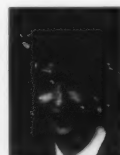
ROLAND ARMITAGE
Mayor
Twp. of West Carleton



PAUL BRADLEY
Mayor
Twp. of Goulbourn



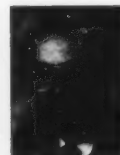
GEORGE BROWN
Councillor
City of Ottawa



JILL BROWN
Councillor
City of Ottawa



RICHARD CANNINGS
Councillor
City of Ottawa



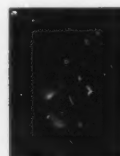
RICHARD CANTIN
Councillor
City of Gloucester



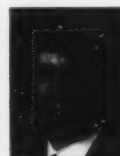
GUY COUSINEAU
Mayor
City of Vanier



ALEX CULLEN
Councillor
City of Ottawa



FIONA FAUCHER
Councillor
City of Gloucester



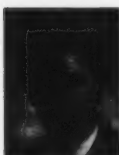
PETER HARRIS
Councillor
City of Ottawa



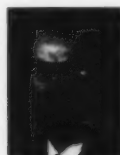
PETER HUME
Councillor
City of Ottawa



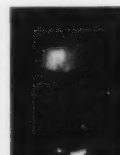
GORD HUNTER
Councillor
City of Nepean



TIM KEHOE
Councillor
City of Ottawa



JACQUES LEGENDRE
Councillor
City of Ottawa



AL LONEY
Councillor
City of Nepean



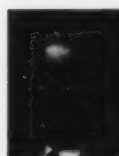
JACK MACKINNON
Councillor
City of Ottawa



MADELEINE MELEUR
Councillor
City of Vanier



NANCY MITCHELL
Councillor
City of Ottawa



PATRICK MURRAY
Mayor
Vill. of Rockville Pl.



MERLE NICHOLLS
Mayor
City of Kanata



DAVID PRATT
Councillor
City of Nepean



JAMES C. STEWART
Mayor
Twp. of Rideau



JAMES WATSON
Councillor
City of Ottawa



JOAN WONG
Councillor
City of Ottawa

Department Heads

Michael J. E. Sheflin
Acting Chief Administrative Officer

Garry J. Armstrong
Homes For The Aged Commissioner

Richard F. Palmer
Internal Auditor

John A. Bonsall
General Manager OC Transpo

Arthur J. Pope
Social Services Commissioner

J. Douglas Cameron
Regional Solicitor

Barry O'Gorman
Acting Regional Clerk

Dr. Stephen J. Corber
Medical Officer of Health

Joyce Potter
Human Resources Commissioner

Richard Denham
Environmental Services Commissioner

Nick Tunnacliffe
Planning Commissioner

Barry Eastwood
Director of Property Services

Mary Jo Woollam
Acting Transportation Commissioner

Jack C. LeBelle
Finance Commissioner & Treasurer

Finance Department

Jack C. LeBelle
Finance Commissioner & Treasurer

Lloyd W. Russell
Deputy Treasurer & Director of
Budget & Accounting Services

Budget Development

Don F. Gray
Director of Treasury Services

Tom Fedec
Manager of Budget Services

Sandy Lechner
Director of Information Systems

M. Brian Ward
Manager of Special Projects

Message from the Regional Chair



Budget 1992

A significant change has taken place in the composition of Regional Council. We are blessed with a wealth of new talent. This can be expected to bring increased opportunities for taking stock of our situation and forging a new beginning.

The recession that is still with us must limit our expectations to some extent, but it should not deter us from the challenge of looking to the future of Ottawa-Carleton.

The budget problems of the Federal and Provincial governments have become ours as well. A cooperative and determined effort will be demanded of us as we work to uncover equitable solutions for our level of government.

Ottawa-Carleton has strengths that have been long acknowledged. Using those strengths in partnership with our member municipalities and citizens will ensure that our direction and capacity for action is understood and has broad acceptance.

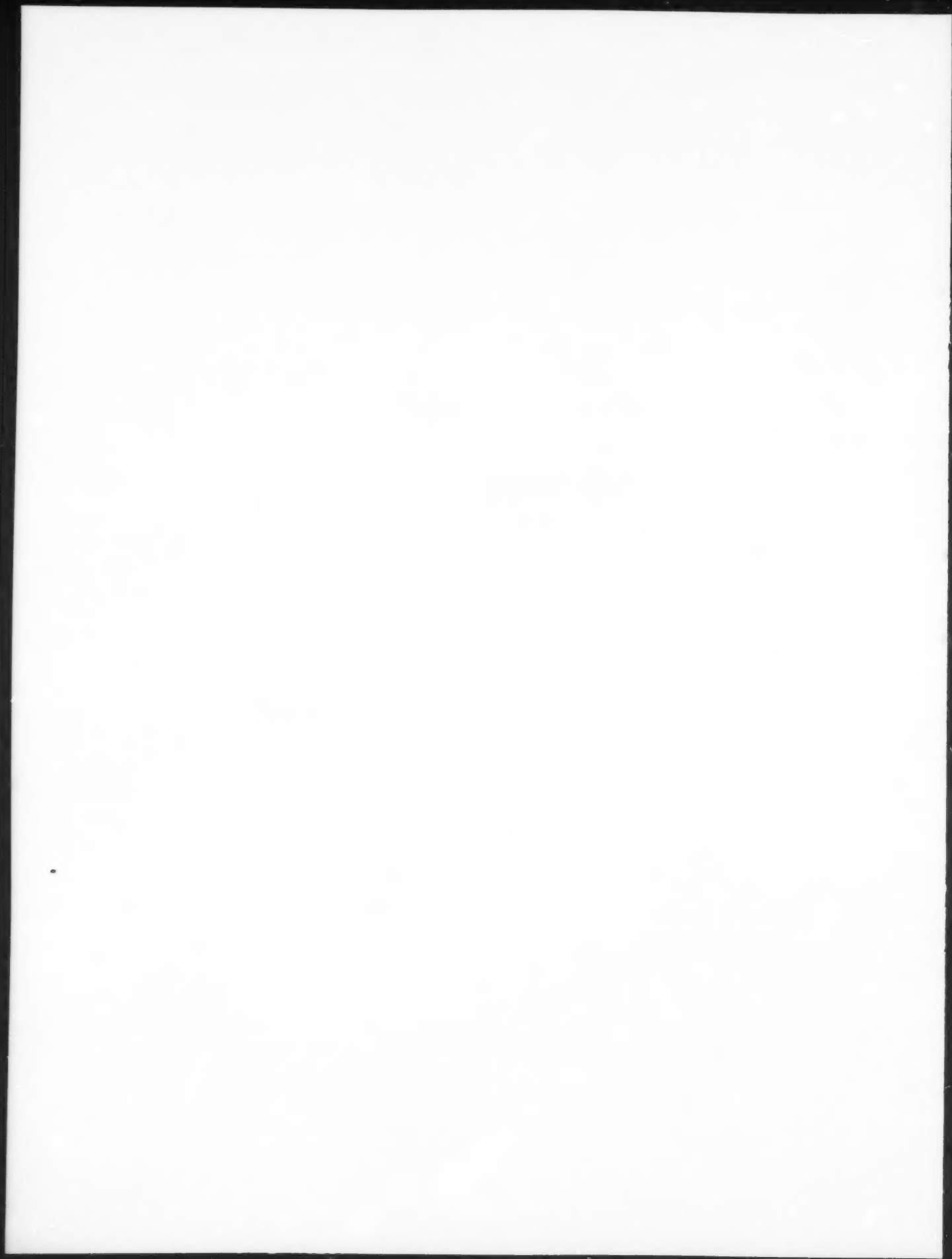
In the past, taxpayers have exhibited frustration at the continuing pace of public expenditures. This year, more than any other, there was a deep conviction that solutions to the serious problems facing the community must be offered.

What works for some, may be unsatisfactory for others! These diverging opinions on the shape of our problems and their proposed solutions have brought out strong representations on behalf of different areas of our community during the 1992 budget deliberations.

The major challenge which faced us this year and will undoubtedly face us again in the years ahead is the affordability of our needs and expectations. Evaluation of our responsibilities will continue to be a key issue. Leadership must be exercised by this Council in finding solutions which are just and equitable.

A handwritten signature in dark ink, appearing to read "P. Clark". The signature is fluid and cursive, with the first letter of the last name being a large, stylized 'C'.

Peter Clark
Regional Chair



Introduction by Chief Administrative Officer

The Corporation's challenge for 1992 was to balance service demand with available financial resources. The Administration took the opportunity to strategically focus the Corporation's direction for the coming year. It was within the context of the following strategic agenda that the 1992 budget was developed. This was intended to provide Council with the framework to achieve a balance between expectations and resources. The cornerstones of the strategic agenda are as follows:

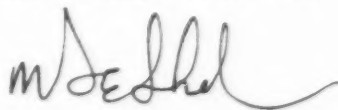
- *sound, long-range fiscal planning*
- *ability to respond to the service expectations of the community*
- *effective Corporate management and teamwork*
- *fostering partnerships with all levels of government*
- *management of the environment and infrastructure to promote sensitive development*
- *pursuit of service excellence.*

The administration worked very hard to develop a 1992 budget package that combined the taxpayers' agenda with the Corporation's strategic objectives. Our goal has been to work within a framework of declining financial resources and increasing service expectations to implement an acceptable level of service to the citizens of Ottawa-Carleton.

The picture has not changed dramatically since last year! Many of the factors that required "tough choices" during the 1991 budget deliberation are a continuing phenomena. Factors such as:

- *escalating welfare caseloads*
- *protracted emergence from the recession*
- *continued entanglement of program funding and responsibility between levels of government*
- *downloading to local government of additional service responsibilities without adequate financial resources*

have again necessitated prudent recommendations regarding levels of service.



Chief Administrative Officer



Budget Overview

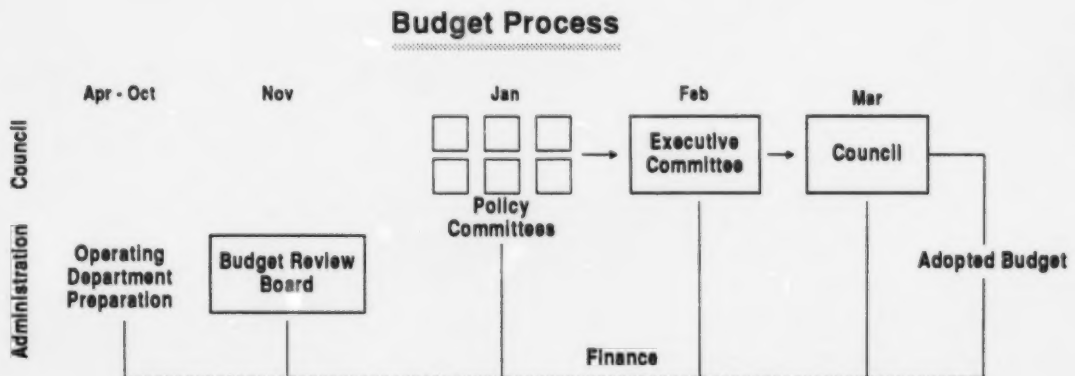
This Executive Summary outlines the 1992 Operating and Capital Budgets and 1993-2001 Capital Forecast. The 1992 Budget was considered by:

- *Policy Committees* - *January, 1992*
- *Executive Committee* - *February 4, 1992*
- *Regional Council* - *March 2, 1992.*

Details of the 1992 Operating and Capital Budgets are supplied in separate volumes.

Budget Process

The stages of the 1992 Budget process are shown below:



- Budget Review Board of Management Committee
 - Review, consolidation and formulation of recommendations to elected officials.
- Policy Committees
 - Policy and program review for specific areas of responsibility, determination of resource and service levels for recommendation to Executive Committee.
- Executive Committee
 - Corporate consolidation, decisions on Policy Committee recommendations based on global impact and recommendation of final tax levies and rates to Council.
- Regional Council
 - Final decisions on resource and service levels, tax levies and rates.

Budget Structure

The Operating and Capital Budgets, while separate and distinct, should not be considered in isolation from one another.

The Operating Budget deals with regular on-going costs incurred in providing Regional services such as road and bridge maintenance; water and sewage treatment as well as the multitude of community services, ranging from pre-natal classes to care of the elderly and welfare for those in need. The Operating Budget is comprised of programs that are both tax and rate-supported. Revenue from water rates, sewer surcharge and solid waste disposal fees provide operating funds for these functions. Tax levies provide funds for day care, transit and sewer capital development as well as all Region-wide services. The Operating Budget also includes the cost of financing for projects included in the Capital Budget through the provision of Pay-As-You-Go amounts and the payment of debt charges.

The Capital Budget deals with major expenditures on capital projects. It identifies the required funding for new infrastructure including roads and transitways, water, sewer and solid waste disposal facilities.

Consideration of Operating Budget options must have regard not only for the multitude of programs and services delivered in the current fiscal year ... but also the long range impact of today's decisions on tomorrow's taxpayers. Undue caution or imbalance with regard to the level of current year contributions to Pay-As-You-Go funding, can lead to a significantly increased burden on future taxpayers.

Consideration of Capital Budget options such as acceleration or delay of certain projects must, of necessity, take into account the impact on the Operating Budget both now and in the future, for example:

- Delaying the construction of a major project may on the surface appear desirable in an effort to postpone capital spending. If, however, the project is fully-funded (all capital funding already in place) and simply awaiting certain external approvals to proceed, then little in budgetary savings will be achieved and a needed facility delayed. If it is intended to delay a project for any reason, the delay of project approval is as important as delaying spending.
- Acceleration of a project may require earlier than planned issuance of debenture debt with the resultant debt charges added to the Operating Budget or, premature depletion of capital reserve funds.

Budget Development

In November, the Budget Review Board of Management Committee conducted exhaustive reviews of each department's budget submission. For the 1992 budget, the Transportation, Human Resources and Homes for the Aged Commissioners served as Board members, along with the Chief Administrative Officer and Finance Commissioner who are permanent members.

The goal of the Budget Review Board was to provide Committees and Regional Council with solutions ... not problems! The Board was faced with the dual challenge of reconciling the factors putting upward pressure on taxes and the requirement to bring in budget recommendations which would be acceptable to Council and the public.

Services and programs in all areas were considered for reduction by Council:

- **Program reductions in all departments**
- **Pay-As-You-Go funding - at or below 1991 levels**
- **Grants to Regional agencies - frozen at 1991 levels**
- **Capital programs - reduced from 1991 forecasts**
- **Consultants - below 1990 level!**
- **Fixed assets - below 1990 level!**
- **Administrative elements such as travel, conferences, etc below 1990 level!**



Strategic Implications

Corporate Challenges

Years of dramatic change lie ahead for Ottawa-Carleton. The complete spectrum of Regional activities, ranging from the public's concern for the environment (and its costs) ... to electoral representation and fair taxation ... solutions to these issues and others will require effective planning and management.

The budget strategy for Ottawa-Carleton must reflect the agenda of the Corporation. The Region has listened to all the varied concerns over the years and the synthesis of these concerns has shaped the Region's strategic direction.

The strategic agenda is treated in greater detail in the companion document "Strategic Perspectives: A Challenging Look at the Future of Ottawa-Carleton". The 1992 Budget answers the challenge of identifying resources to address that agenda.

Factors Influencing Budget Decisions

Numerous factors were considered in arriving at an appropriate level of expenditure to meet the cost of approved programs and yet remain affordable. A selection of some of the most important factors affecting 1992 Budget decisions are:

- The Economy
- Federal Policies
- Rising Human Service Costs
- Provincial Program Entanglement
- Fiscal Policies
- Demographics

Table 2.1 illustrates the above factors with a sampling of national and local indicators.

Table 2.1
1992 BUDGET
Economic Indicators

Item	Actuals			Forecast	
	1989	1990	1991	1992	1993
Population	639,803	657,300	678,150	690,000	700,000
% Change	1.8%	2.7%	3.2%	1.7%	1.4%
Consumer Price Increase	5.0%	4.8%	5.6%	2.5% ¹	3.2% ¹
Unemployment					
Canada	7.5%	8.1%	10.3%	10.3%	10.0%
Ontario	5.1%	6.3%	9.6%	9.4%	9.0%
Ottawa	5.3%	5.2%	6.9%	n/a	n/a
GWA Caseload	13,730	17,251	24,579	30,478	34,135
% change	6.6%	25.6%	42.5%	24.0%	12.0%
% of population	2.1%	2.6%	3.6%	4.4%	4.9%
GWA/FBA Caseload	25,300	30,260	39,479	48,978	54,855
% change	n/a	19.6%	30.5%	24.1%	12.0%
% of population	4.0%	4.6%	5.8%	7.1%	7.8%
Interest Rates Range (bank prime) %	12.3-13.5	12.3-14.8	8.0-12.8	7.0-8.5	7.5-8.5
Exchange Rate (\$US, avg)	\$0.84	\$0.85	\$0.87	\$0.85	\$0.85
Housing Starts					
Canada	215,382	181,630	152,000	177,000	194,000
% change	(3.3%)	(15.7%)	(16.3%)	16.4%	9.6%
Ontario ²	93,337	62,649	54,200	65,900	69,500
% change	(6.6%)	(32.9%)	(13.5%)	21.6%	5.5%
Ottawa-Carleton	5,348	4,602	4,160	5,300	5,800
% change	(32.5%)	(13.9%)	(9.6%)	27.4%	9.4%
Building Permit Value (\$m)	1,417	1,111	988	n/a	n/a
Residential Serviced Land Supply	9.5 yrs ³	9.5 yrs	10 yrs	10 yrs	10yrs
Total Urban Development Land Supply	35 yrs	35 yrs	23 yrs	22 yrs	21 yrs

Notes: 1 Conference Board - Spring 92 Canadian Outlook

2 Peak of 105,000 in 1987

3 Increase from 3.5 yrs., 1988

The Economy

There is continuing debate among economists about the state of the recession and the recovery from it. There seems to be no consensus as to recovery timing and the best of the "fixes" that will solve the country's ills. While Ottawa-Carleton's budget will have little influence on national economic indicators, it is significantly impacted by those indicators.

Federal Policies

The annualization of previous years' Federal Government policy changes (notably unemployment insurance changes & GST) will have a continuing impact on the Region in 1992.

Social Services Costs

The intent of social services reforms introduced in the 1990 and 1991 Provincial budgets was to improve benefits for families and children, and provide all recipients with greater opportunity for independence. These changes will continue to have a budgetary impact in 1992.

Since the last quarter of 1989, GWA caseload levels have been increasing dramatically ... an increase of 92% in two years. This high level of caseload has not been isolated to Ottawa-Carleton. Province-wide statistics to June 91 show a 60% increase for a one year period. These caseloads have created an unprecedented demand within the Social Services income maintenance programs for the delivery of general welfare and personal support services to those in need.

The total caseload growth for General Welfare Assistance is shown in Table 2.1.

Provincial Program Entanglement

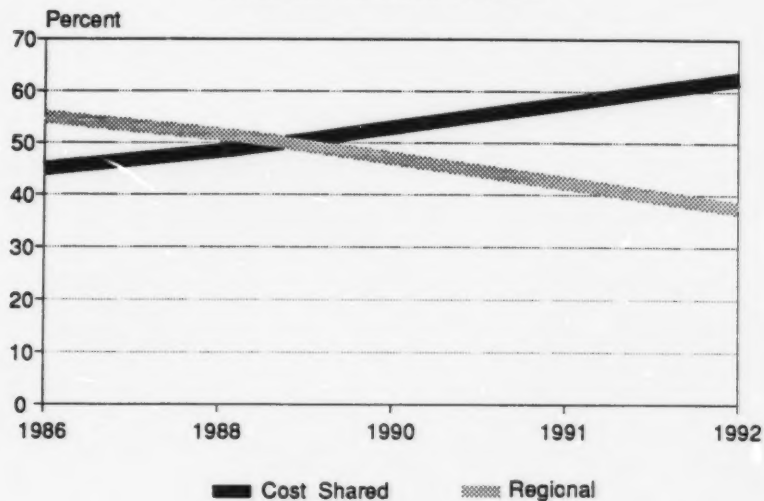
The greatest single impact on recent Regional budgets has been the cost of servicing Provincially-mandated social programs in an atmosphere of steadily rising caseloads and the imposition of cutbacks or funding caps on the Province's share of its own programs.

In the case of Social Services, Homes for the Aged and Health, the Region delivers a number of mandated services on behalf of the Province. The Province passed employment equity legislation which the Region in good faith implemented as part of its job evaluation program. Most seriously affected in terms of staff costs are the Homes for the Aged and Social Services Department (Day Care). The Province, by means of a ceiling on shared costs, has effectively not paid its share of its own programs.

Table 2.3 below, segregates tax supported programs between Regional Programs and cost shared Provincially-mandated Social Programs. This is presented to demonstrate the impact of income redistribution programs on the local tax base.

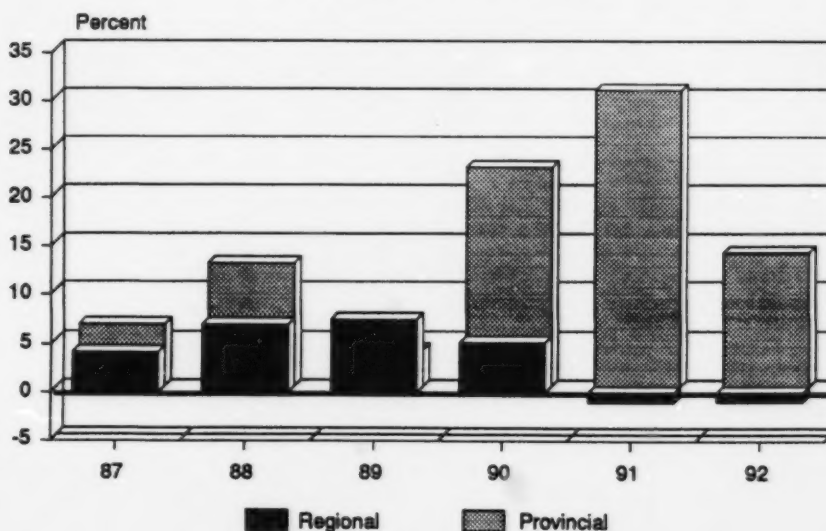
Over the past six years the level of spending on Provincial cost-shared programs vs. Regional programs has increased as a percentage of total expenditures as shown in the chart below.

Table 2.2
**Program Spending
Regional vs Cost Shared**



If the spending requirements for Provincial and Regional programs were supported by separate levies, the following chart illustrates the yearly tax increases for each.

Table 2.3
Tax Increase History



The reality is that Provincial program increases have forced decreases in spending on Regional programs in order to keep the overall tax burden at a reasonable level. It remains that Council's priorities had to be altered to accommodate an inequitable means of funding income redistribution.

Table 2.4 further illustrates the impact of entanglement of Provincial and Regional programs.

Table 2.4
Impact of Entanglement 87-92

	Net Regional Programs		Rate of Inflation	Net Cost Shared Programs		Total
	\$000	% ¹		\$000	% ¹	\$000
1987	122,111	4.2	4.4	40,262	6.4 ²	162,373
1988	134,120	7.0 ³	4.1	46,449	12.6	180,569
1989	150,338	7.5	5.0	50,360	3.8	200,698
1990	162,759	5.2	4.8	63,243	22.5	226,002
1991	165,306	(1.0)	5.6	84,527	30.5	249,833
1992	166,725	(0.8)	2.5	96,917	13.0	263,642

Notes: 1. Net Impact is after Assessment Growth
2. Transfer of Day Care to Upper Tier
3. Introduction of 911

The entanglement issue is one of the most serious issues facing the Region in its intergovernmental relationships. The Minister of Municipal Affairs has clearly stated that his government supports disentangling provincial-municipal financial relations. Negotiations have already begun between the Province and the Association of Ontario Municipalities (AMO). This Administration will be contributing by providing advice and developing proposals in conjunction with AMO and the other Regions in Ontario. Acceptable cost and other shifts must be determined in a staged process so as to minimize negative impacts on both the province and municipalities. Further, the process should not be viewed as an opportunity to reap any windfall financial benefits, but rather as a "zero-sum" exercise.

Fiscal Policies

"Pay as You Go" and "User Pay" have long been key principles in Regional Council's budget philosophy. As a result of the factors outlined at the beginning of this section and resulting pressure on taxes, it has become necessary again in 1992 to slow the progression to full Pay As You Go. This will require a full review of the Long Range Capital Forecast in order to ensure its continued affordability.

Demographics

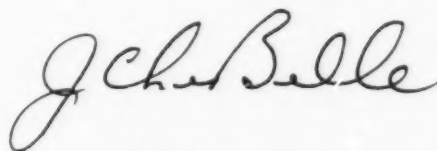
Growth rates and population aging are among the demographic elements which require close attention. An April 1990 report to Council projected that the Regional population will exceed 871,000 residents by the year 2011. While the recession will slow the 1992 pace toward that total, it is still anticipated that the projected population will be reached by 2011.

Information Sources For This Section:

Statistics Canada, Conference Board of Canada, Royal Bank of Canada, Wood-Gundy, CMHC, Regional Planning Department, Economic Council of Canada, RBC Dominion Securities

Acknowledgment

I would like to express sincere thanks for the superb efforts made by the staff of the Finance and all operating departments in the development of the 1992 Budget. A budget prepared and adopted in such difficult economic times carries with it the problems of conflicting priorities. The task of both the Administration and Council was made easier by the strong spirit of co-operation and teamwork that exists at all levels of the approval process.

A handwritten signature in cursive script, reading "J.C. LeBelle".

J.C. LeBelle
Finance Commissioner



Operating Budget

Summaries



Notes to Operating Budget Summaries

- The financial structure utilized by the Region in developing its budget requirements consists of four tax supported and three rate supported funds as shown below:

Tax Supported

- Region-wide
- Day Care
- Transit
- Sewer Capital

Rate Supported

- Sewer Operations
- Water
- Solid Waste Disposal

- The average urban property owner receives all of the services associated with each of the above funds, while the average rural property owner only receives the services funded by the Region-wide tax levy.
- The pages that follow provide a breakdown of expenditures and revenues for each fund.
- The expenditures and revenues shown for each fund reflect the decisions made by Regional Council during the budget meetings of March 2 & 3.
- The Transit fund requirement for OC Transpo and Transportation for the Handicapped represents the net requirement as approved by the Transit Commission on December 5, 1991.
- Provincial Unconditional Grants reflect the 1% increase as announced by the Province in January.

7.

5.1 Summary of 1992 Operating Budget

	1991		1992		
	Adjusted Budget		Adopted Budget		
	Gross	Net	Gross	Net	Inc.
	\$000	\$000	\$000	\$000	%
Urban Tax Supported					
Region Wide	430,110	152,972	509,107	167,838	9.7
Day Care	38,987	8,779	44,013	10,858	23.7
Transit	104,121	64,722	108,249	66,461	2.7
Sewer Capital Financing	25,300	23,360	20,925	18,485	(20.9)
	<u>598,518</u>	<u>249,833</u>	<u>682,294</u>	<u>263,642</u>	5.5
Less Assessment Growth					1.7
Net Impact Urban Taxpayer					3.8
Rural Tax Supported					
Region Wide (see above)					9.7
Less Assessment Growth					1.7
Net Impact Rural Taxpayer					8.0
Rate Supported					
Sewer Operations	59,735	56,651	64,447	57,265	1.1
Water Supply	71,182	63,048	72,673	64,334	2.0
Solid Waste Disposal	12,884	12,880	15,053	13,491	4.7
	<u>143,801</u>	<u>132,579</u>	<u>152,173</u>	<u>135,090</u>	
Rates					Rate
					Inc.
					%
Sewer Surcharge - Residential		106.0%		106.0%	0.0
- Non-Residential		124.7%		124.7%	0.0
Water Rate Per M3		\$0.48		\$0.50	4.2
Fire Supply (C. of O. Mill Rate)		4.90		5.10	4.2
Tipping Fee Per Tonne		\$46.00		\$51.00	10.9



5.2 Budget By Departments/Agencies

	1991 Actual		1991 Adjusted Budget		1992 Adopted Budget		
	Gross \$000	Net \$000	Gross \$000	Net \$000	Gross \$000	Net \$000	Inc. %
Tax Supported							
Region Wide							
Administration							
Legislative	1,024	1,024	1,032	1,032	1,038	1,038	0.6
Regional Chair's Office	639	639	628	628	575	575	(8.4)
C.A.O.	528	528	622	622	661	661	6.3
- Information & Public Affairs	903	895	921	915	943	937	2.4
Regional Clerk	2,351	2,099	2,216	2,133	2,356	2,211	3.7
911 Emergency System	2,255	2,255	2,255	2,255	2,153	2,153	(4.5)
Legal Services	2,205	2,199	2,026	2,026	2,143	2,143	5.8
Property Services	1,168	742	1,329	968	1,331	966	(0.2)
- Ottawa-Carleton Centre	2,540	2,179	2,451	2,185	2,566	2,258	3.3
- Denis Coolican Bld.	664	633	595	559	644	608	8.8
Human Resources	3,421	3,375	3,275	3,260	3,561	3,546	8.8
Finance							
- General	3,844	3,839	3,956	3,952	3,935	3,930	(0.6)
- Customer Services	2,396	2,396	2,479	2,479	2,492	2,492	0.5
- Information Systems	4,011	4,011	4,189	4,189	4,235	4,235	1.1
Audit - Internal	552	552	570	570	610	610	7.0
Planning	3,775	3,434	3,841	3,441	3,592	3,413	(0.8)
	<u>32,276</u>	<u>30,800</u>	<u>32,385</u>	<u>31,214</u>	<u>32,835</u>	<u>31,776</u>	<u>1.8</u>
Transportation							
- Operations	28,904	18,133	28,096	18,086	27,665	17,847	(1.3)
- Winter Maintenance	15,081	6,607	12,393	5,498	12,393	5,498	0.0
	<u>43,985</u>	<u>24,740</u>	<u>40,489</u>	<u>23,584</u>	<u>40,058</u>	<u>23,345</u>	<u>(1.0)</u>
Regional Depts.	<u>76,261</u>	<u>55,540</u>	<u>72,874</u>	<u>54,798</u>	<u>72,893</u>	<u>55,121</u>	<u>0.6</u>
Cost Shared Programs							
Health & Social Services							
Health	15,891	3,965	16,854	4,191	16,390	4,448	6.1
- Dental	(145)	(145)	152	152	(446)	(446)	(393.4)
Children's Aid Society	6,664	6,664	6,534	6,534	6,893	6,893	5.5
Social Services	261,339	54,916	249,990	53,975	322,274	60,929	12.9
Homes for the Aged	32,342	9,770	32,269	10,060	32,638	9,522	(5.3)
	<u>316,091</u>	<u>75,170</u>	<u>305,799</u>	<u>74,912</u>	<u>377,749</u>	<u>81,346</u>	<u>8.6</u>

5.2 Budget By Departments/Agencies

	1991		1991		1992		
	Actual		Adjusted Budget		Adopted Budget		
	Gross	Net	Gross	Net	Gross	Net	Inc.
	\$000	\$000	\$000	\$000	\$000	\$000	%
Environmental Development							
Conservation Authorities	2,053	1,687	2,109	1,689	1,999	1,773	5.0
Environmental Areas	116	116	102	102	123	123	20.6
	<u>2,169</u>	<u>1,803</u>	<u>2,211</u>	<u>1,791</u>	<u>2,122</u>	<u>1,896</u>	<u>5.9</u>
Economic Development							
O.C.E.D.C.	1,132	1,132	1,132	1,132	1,174	1,174	3.7
O.T.C.A.	1,800	1,800	1,800	1,800	1,800	1,800	0.0
O.C.R.I.	195	195	195	195	150	150	(23.1)
Economic Task Force	150	150	150	150	-	-	(100.0)
Entrepreneurship Centre	71	71	71	71	91	91	28.2
World Trade Centre	85	85	85	85	130	130	52.9
	<u>3,433</u>	<u>3,433</u>	<u>3,433</u>	<u>3,433</u>	<u>3,345</u>	<u>3,345</u>	<u>(2.6)</u>
Other & Fiscal							
Grants (See Below)	1,001	1,001	1,013	1,013	968	968	(4.4)
O.C. Humane Society	369	369	369	369	383	383	3.8
Miscellaneous Committees	65	65	45	45	13	13	(71.1)
Insurance	489	32	331	81	367	107	32.1
Telephones/Terminals	23	-	7	-	20	-	-
External Audit	75	75	76	76	58	58	(23.7)
Sundry	3,211	2,991	2,579	2,462	3,104	2,998	21.8
Termination & Sick Leave	976	-	1,200	-	1,270	-	-
Other Financial Charges	7,417	7,387	10,884	9,692	11,622	11,623	19.9
Parking Garage	173	(557)	-	(1,000)	173	(1,027)	2.7
Capital P.A.Y.G. (See Below)	12,500	12,500	12,500	12,500	12,500	12,500	0.0
Debt Charges	30,657	30,657	33,816	33,816	41,334	41,334	22.2
Direct Recoveries	(6,415)	(6,415)	(6,930)	(6,930)	(6,586)	(6,586)	(5.0)
General Admin. Allocation	(10,097)	(10,097)	(10,097)	(10,097)	(12,228)	(12,228)	21.1
Other Revenue	-	(7,317)	-	(7,627)	-	(7,435)	(2.5)
	<u>40,444</u>	<u>30,691</u>	<u>45,793</u>	<u>34,400</u>	<u>52,998</u>	<u>42,708</u>	<u>24.2</u>
Unconditional Grants	-	(16,361)	-	(16,362)	-	(16,578)	1.3
Total	438,398	150,276	430,110	152,972	509,107	167,838	9.7
Special Grants	2,600	2,600					
Transfer to P.A.Y.G.	96	96					
Total Region Wide	<u>441,094</u>	<u>152,972</u>					

5.2 Budget By Departments/Agencies

	1991 Actual		1991 Adjusted Budget		1992 Adopted Budget		
	Gross \$000	Net \$000	Gross \$000	Net \$000	Gross \$000	Net \$000	Inc. %
Day Care							
Service Area	33,720	6,292	34,211	7,016	38,112	8,151	16.2
Non - Service Area	623	-	752	-	843	-	-
Administration	2,138	396	2,338	595	2,458	624	4.9
General Admin. Allocation	1,541	1,541	1,540	1,540	1,881	1,881	22.1
Provision for Unforeseen	-	-	55	55	-	-	(100.0)
Other Financial Charges	597	597	40	40	605	605	-
Remissions	105	105	51	51	114	114	123.5
	<u>38,724</u>	<u>8,931</u>	<u>38,987</u>	<u>9,297</u>	<u>44,013</u>	<u>11,375</u>	<u>22.4</u>
Other Revenue							
Supplementary Assessment	-	(140)	-	(172)	-	(171)	(0.6)
Support Grant	-	(342)	-	(342)	-	(342)	0.0
Other	-	(37)	-	(4)	-	(4)	0.0
	<u>-</u>	<u>(519)</u>	<u>-</u>	<u>(518)</u>	<u>-</u>	<u>(517)</u>	<u>(0.2)</u>
	38,724	8,412	38,987	8,779	44,013	10,858	23.7
Transfer to Reserve	367	367					
	<u>39,091</u>	<u>8,779</u>					
Transit							
OC Transpo Net	69,216	40,268	67,967	38,647	70,562	39,899	3.2
Para Transpo	11,190	5,774	11,269	5,774	13,264	6,723	16.4
Senior Citizen Passes	897	897	1,150	1,150	900	900	(21.7)
Other	32	32	42	42	46	46	9.5
General Admin. Allocation	1,977	1,977	1,977	1,977	2,430	2,430	22.9
Capital P.A.Y.G. (See Below)	13,700	13,700	13,700	13,700	14,450	14,450	5.5
Debt Charges	5,166	5,166	5,166	5,166	5,165	5,165	(0.0)
Remissions	812	812	715	715	751	751	5.0
Other Financial Charges	(1,191)	(1,191)	1,761	1,760	681	680	(61.4)
Prior Year Deficit	374	374	374	374	-	-	(100.0)
	<u>102,173</u>	<u>67,809</u>	<u>104,121</u>	<u>69,305</u>	<u>108,249</u>	<u>71,044</u>	<u>2.5</u>
Other Revenue							
Supplementary Assessment	-	(1,052)	-	(1,148)	-	(1,148)	0.0
Support Grant	-	(3,432)	-	(3,432)	-	(3,432)	0.0
Other	-	(3)	-	(3)	-	(3)	0.0
	<u>-</u>	<u>(4,487)</u>	<u>-</u>	<u>(4,583)</u>	<u>-</u>	<u>(4,583)</u>	<u>0.0</u>
	102,173	63,322	104,121	64,722	108,249	66,461	2.7
Transfer to P.A.Y.G.	1,400	1,400					
	<u>103,573</u>	<u>64,722</u>					

5.2 Budget By Departments/Agencies

	1991 Actual		1991 Adjusted Budget		1992 Adopted Budget		
	Gross \$000	Net \$000	Gross \$000	Net \$000	Gross \$000	Net \$000	Inc. %
Tax Supported							
Sewer Capital Financing							
Capital P.A.Y.G.	16,500	16,500	16,500	16,500	15,000	15,000	(9.1)
Debt Charges – Principal	8,423	8,423	8,519	8,519	5,630	5,630	(33.9)
Other Financial Charges	293	293	281	281	295	295	5.0
	<u>25,216</u>	<u>25,216</u>	<u>25,300</u>	<u>25,300</u>	<u>20,925</u>	<u>20,925</u>	<u>(17.3)</u>
Other Revenue							
Supplementary Assessment	-	(364)	-	(448)	-	(448)	0.0
Levy Contingency Reserve	-	-	-	-	-	(500)	-
Support Grant	-	(1,492)	-	(1,492)	-	(1,492)	0.0
	<u>-</u>	<u>(1,856)</u>	<u>-</u>	<u>(1,940)</u>	<u>-</u>	<u>(2,440)</u>	<u>25.8</u>
	<u>25,216</u>	<u>23,360</u>	<u>25,300</u>	<u>23,360</u>	<u>20,925</u>	<u>18,485</u>	<u>(20.9)</u>
Rate Supported							
Sewer Operations							
Operations	21,036	20,881	24,621	24,287	29,076	28,722	18.3
Admin. & Overhead	1,973	1,973	1,959	1,959	1,908	1,908	(2.6)
Debt Charges – Interest	5,596	5,596	8,119	8,119	11,224	11,224	38.2
Depreciation	21,607	21,607	21,607	21,607	19,634	19,634	(9.1)
Other Financial Charges	3,437	3,437	3,426	3,426	2,535	2,536	(26.0)
Provision for Unforeseen	-	-	3	3	70	70	-
	<u>53,649</u>	<u>53,494</u>	<u>59,735</u>	<u>59,401</u>	<u>64,447</u>	<u>64,094</u>	<u>7.9</u>
Other Revenue							
Support Grant	-	(2,461)	-	(2,461)	-	(2,486)	1.0
Sewer Surcharge Contingency	-	-	-	-	-	(4,000)	-
Other	-	(299)	-	(289)	-	(343)	18.7
	<u>-</u>	<u>(2,760)</u>	<u>-</u>	<u>(2,750)</u>	<u>-</u>	<u>(6,829)</u>	<u>148.3</u>
	<u>53,649</u>	<u>50,734</u>	<u>59,735</u>	<u>56,651</u>	<u>64,447</u>	<u>57,265</u>	<u>1.1</u>
Transfer to Contingency	<u>4,316</u>	<u>4,316</u>					
	<u>57,965</u>	<u>55,050</u>					
Sewer Surcharge		<u>(55,050)</u>		<u>(56,651)</u>		<u>(57,265)</u>	<u>1.1</u>

5.2 Budget By Departments/Agencies

	1991		1991		1992		
	Actual		Adjusted Budget		Adopted Budget		
	Gross	Net	Gross	Net	Gross	Net	Inc.
	\$000	\$000	\$000	\$000	\$000	\$000	%
Rate Supported							
Water							
Operations	35,389	33,848	36,804	34,508	38,768	36,243	5.0
Admin. & Overhead	7,577	7,577	7,485	7,485	8,247	8,247	10.2
Provision for Unforeseen	-	-	100	100	150	150	50.0
Debt Charges	4,891	4,891	5,138	5,138	4,790	4,790	(6.8)
Capital P.A.Y.G.	20,198	20,198	21,573	21,573	19,541	19,541	(9.4)
Other Financial Charges	1,030	1,029	82	82	1,177	1,177	-
	69,085	67,543	71,182	68,886	72,673	70,148	1.8
Other Revenue							
Supplementary Assessment	-	(84)	-	(154)	-	(154)	0.0
Support Grant	-	(3,589)	-	(3,589)	-	(3,625)	1.0
Other	-	(2,031)	-	(2,095)	-	(2,035)	(2.9)
	-	(5,704)	-	(5,838)	-	(5,814)	(0.4)
	69,085	61,839	71,182	63,048	72,673	64,334	2.0
Sale of Water							
	(49,633)		(50,893)		(51,433)		1.1
Fire Supply							
	(12,206)		(12,155)		(12,901)		6.1
	(61,839)		(63,048)		(64,334)		2.0
Solid Waste Disposal							
Operations	2,208	2,208	2,326	2,326	4,497	4,497	93.3
Admin. & Overhead	762	762	762	762	948	948	24.4
Debt Charges	127	127	262	262	126	126	(51.9)
Capital P.A.Y.G. (See Below)	9,239	9,239	9,239	9,239	8,603	8,603	(6.9)
Financial Charges & Other	352	352	295	295	879	879	198.0
	12,688	12,688	12,884	12,884	15,053	15,053	16.8
Other Revenue							
Royalties		(951)		-		(1,557)	-
Other		(59)		(4)		(5)	25.0
		(1,010)		(4)		(1,562)	-
Transfer to P.A.Y.G.							
	137	137					
Tipping Fee							
	12,825	11,815	12,884	12,880	15,053	13,491	4.7



Capital Budget

Summaries



6.1 Summary of Capital Authority

(Adjusted for Inflation)

	<u>1992</u> \$000	<u>1993</u> \$000	<u>1994</u> \$000	<u>1995</u> \$000	<u>1996</u> \$000	<u>1997-2001</u> \$000	<u>TOTAL</u> \$000
REGION WIDE							
- General Administration	8,602	3,485	7,041	3,410	3,540	15,394	41,472
- Environmental Areas				347	365	5,520	6,232
- Health, Homes & Social Services	2,444	23,179					25,623
- Transportation	62,362	103,382	97,335	76,845	67,381	629,108	1,036,413
REGION WIDE	73,408	130,046	104,376	80,602	71,286	650,022	1,109,740
TRANSIT	5,095	17,687	53,330	50,545	55,000	405,000	586,657
SEWER	32,112	9,711	19,331	9,054	12,069	104,139	186,416
WATER	30,079	50,400	34,883	41,222	37,721	198,963	393,268
SOLID WASTE DISPOSAL	10,430	17,260	29,395	34,365	31,665	134,970	258,085
TOTAL AUTHORITY	151,124	225,104	241,315	215,788	207,741	1,493,094	2,534,166
Revenue	44,325	66,874	70,870	64,003	67,116	549,925	863,113
NET AUTHORITY	106,799	158,230	170,445	151,785	140,625	943,169	1,671,053
Total Net Financing							
Debentures	30,009	70,267	51,635	21,718	17,234	105,475	296,338
Capital PAYG	52,918	70,234	84,171	73,899	60,735	395,917	737,874
Equipment Reserve	5,777	3,179	3,054	2,775	3,086	16,279	34,150
R.D.C. Reserve	18,095	14,550	31,585	53,393	59,570	425,498	602,691
Net Financing	106,799	158,230	170,445	151,785	140,625	943,169	1,671,053



**6.2 1992 Capital Authority & Financing By Project
Region Wide
\$000's**

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
	<u>GENERAL ADMINISTRATION</u>							
62	Geograph. Refer. Info System (GRIS)	608		608	608			608
64	1992 Comp. Equip. Purch.	666		666	666			666
66	Comm. Equip. Purch.	200		200	200			200
70	Comm. Systems Upgrade	1,600		1,600	1,600 *			1,600
74	Art in Public Spaces	152		152	152			152
82	Proposed Senior Complex	(301)		(301)	(301)			(301)
88	Assisted Housing Land Bank	2,000		2,000			2,000	2,000
90	Environmental Review	250		250	250			250
84	Land Acquisition Abandon Rail R.O.W.	3,427		3,427			3,427	3,427
	<u>GENERAL ADMINISTRATION</u>	8,602		8,602	3,175		5,427	8,602
	<u>HOMES FOR THE AGED</u>							
102	Carl. Lodge Comm. Water	3		3	3			3
104	Carl. Lodge - A/C Main Kitchen and Laundry	160	80	80	80			80
	<u>HOMES FOR THE AGED</u>	163	80	83	83			83

6.2 1992 Capital Authority & Financing By Project
Region Wide
\$000's

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
	<u>HEALTH</u>							
108	Replacement Dental Clinic	475		475	475			475
	<u>SOCIAL SERVICES</u>							
110	Replace. Facility Emerg. Shelt. For Families	159		159			159	159
112	Replace. Facility Emerg. Shelt. For Women	289		289			289	289
114	Social Services Admin. Facility	1,100		1,100			1,100	1,100
116	Dennis Coolican Building Interior Retrofit	258		258	258			258
	SOCIAL SERVICES	1,806		1,806	258		1,548	1,806
* Funded from the Vehicle & Equipment Replacement Reserve Fund								

6.2 1992 Capital Authority & Financing By Project
Region Wide
\$000's

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
	HARD SURFACED ROADS BASE PROGRAM							
146	Hunt Club (Hwy 416 - Merivale)	9,725	3,917	5,808		2,108	3,700	5,808
148	Hunt Club (Merivale - Bowesville)	(1,194)	(231)	(963)	(963)			(963)
150	Hunt Club (Bowesville - Parkway)	1,680	674	1,006		1,006		1,006
156	Hawthorne - Walkley	815	326	489		489		489
158	Pavement Management System	75		75	75			75
160	Baseline Road (Hwy 416 - Greenbank)	1,635	654	981		981		981
162	Champagne Arterial	288		288	288			288
164	Pre-Engineering Services	595		595		595		595
166	Practical Standards Prog.	10	24	(14)	(14)			(14)
168	Intersection Modification Prog.	527	191	336		336		336
170	Urban Rehabilitation Prog.	1,804	535	1,269	1,269			1,269
172	Resurfacing Prog.	6,210	2,484	3,726	3,726			3,726
174	Urban Green Plan	195		195	195			195
	HARD SURFACED ROADS	22,365	8,574	13,791	4,576	5,515	3,700	13,791

6.2 1992 Capital Authority & Financing By Project
Region Wide
\$000's

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
	<u>HARD SURFACED ROADS</u>							
	<u>GROWTH RELATED</u>							
178	Walkley Road (Russell - Highway 417)	13,316	4,023	9,293	759	1,251	7,283	9,293
182	St Joseph Blvd (Duford - Centrum)		(10)	10		10		10
	<u>GROWTH RELATED</u>	13,316	4,013	9,303	759	1,261	7,283	9,303
	<u>BRIDGES</u>							
194	Cummings Bridge	1,634	636	998		229	769	998
196	Galetta Bridge	(100)	(71)	(29)	(29)			(29)
198	Hon George Dunbar Bridge	3,368	1,355	2,013		651	1,362	2,013
202	Mackenzie King Bridge	1,700		1,700			1,700	1,700
204	Laurier Brdg. Interim Improve.	1,000		1,000			1,000	1,000
206	Federal Bridges - Regional Contributions	109	51	58	58			58
208	Bank Street Canal Bridge	(300)	(110)	(190)	(190)			(190)
210	Bridge Rehabilitation Prog.	885	530	355	355			355
212	Structure Replacement Prog.	848	339	509	509			509
	<u>BRIDGES</u>	9,144	2,730	6,414	703	880	4,831	6,414

6.2 1992 Capital Authority & Financing By Project
Region Wide
\$000's

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
	<u>STORM SEWERS</u>							
216	Storm Sewer Contribution Prog.	602	239	363	363			363
218	Storm/Sanitary Sewer	500	200	300	300			300
	STORM SEWERS	1,102	439	663	663			663
	<u>STREET LIGHTING</u>							
222	Street Lighting Prog.	260	130	130	130			130
224	Underground Wiring Prog.	30		30	30			30
	STREET LIGHTING	290	130	160	160			160
	<u>STUDIES</u>							
230	L/T Environmental Assessments of Regional Arterials	868		868		868		868
232	South Urban Centre	622	281	341		341		341
234	Road Weather Info Study	26		26	26			26
236	S/T Functional Design of Regional Arterials	465		465		465		465
238	Trans. Environment Action Plan (TEAP)	77	(87)	164	164			164
240	Study Phase II Model Devel.	17		17	17			17
242	Regional Road Classification and Right-of-Way Review	106		106	106			106

**6.2 1992 Capital Authority & Financing By Project
Region Wide
\$000's**

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
244	Noise Policy Study - Phase II	50		50	50			50
246	Rideshare/Covoiturage 2000	240		240	240			240
248	E.A.S. - Trans. Demands To/From Southeast Sector	290		290	290			290
250	Development Monitoring	100	100					
	STUDIES	2,861	294	2,567	893	1,674		2,567
	<u>SNOW DUMPS & BUILDINGS</u>							
254	Snow Disposal Facilities	6,693		6,693			6,693	6,693
258	Maintenance Buildings	527		527			527	527
	SNOW DUMPS & BUILDINGS	7,220		7,220			7,220	7,220
	<u>MAINTENANCE EQUIPMENT</u>							
262	Equipment Replacement	2,062	172	1,890	1,890			1,890
264	Emergency Measures	298	134	164	164			164
266	New Vehicles and Equipment	422		422		422		422
	MAINTENANCE EQUIPMENT	2,782	306	2,476	2,054	422		2,476
	<u>TRAFFIC CONTROL DEVICES</u>							
270	Traffic Control Signal Program	2,105	703	1,402	1,154	248		1,402
272	Rebuilding, Modernization and Upgrad. Tfc Ctl Signal Prog.	640	250	390	390			390

**6.2 1992 Capital Authority & Financing By Project
Region Wide
\$000's**

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
274	Advance and Overhead Street Name Signs	50	20	30	30			30
	TRAFFIC CONTROL DEVICES	2,795	973	1,822	1,574	248		1,822
	<u>COMPUTERS</u>							
278	Computerized Traffic Surveil. Signal Control System	62	62					
280	Geographically Referenced Information System (GRIS)	425		425	425			425
	COMPUTERS	487	62	425	425			425
	TRANSPORTATION SERVICES	62,362	17,521	44,841	11,807	10,000	23,034	44,841
* Funded from the Vehicles & Equipment Replacement Reserve Fund								

6.2 1992 Capital Authority & Financing By Project
Transit
\$000's

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
	<u>TRANSITWAY PROGRAMME</u>							
300	Place D'Orleans Station	588	441	147		147		147
302	Highway 17 East - Transit Priority Measures	10	5	5	5			5
304	ORP - Asphalt Overlay and Misc Repairs	770	578	192	192			192
306	Transitway Const. General	1,128	796	332		332		332
308	Central Area Shelters	119	89	30	30			30
316	E/Transitway Study Blair to Champlain	40	21	19		19		19
318	E/Transitway Study Champlain to Trim	24	18	6		6		6
320	Cumberland Transitway	965	724	241	241			241
322	Vanier Town Centre	96	72	24	24			24
328	W/Transitway Study Woodroffe to West of Acres	70	53	17	17			17
330	City of Kanata Study	45	34	11		11		11
332	S/W Transitway Ext Study Fallowfield to Strandherd	20	15	5		5		5
334	S/W Transitway Ext Study Baseline to Fallowfield	30	23	7		7		7

6.2 1992 Capital Authority & Financing By Project
Transit
\$000's

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
336	S/E Transitway Ext Study	30	22	8		8		8
338	South Urban Centre	97	73	24	24			24
342	Central Area Twy. Property	40		40	40			40
344	E/Transitway Property Champlain to Trim	60		60		60		60
346	W/Transitway Ext Property Woodroffe to Acres	963		963	963			963
	TRANSITWAY	5,095	2,964	2,131	1,536	595		2,131

6.2 1992 Capital Authority & Financing By Project
Sewer System
\$000's

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
	<u>SEWERS & PUMPING STNS.</u>							
356	South Ottawa Collector Sewer	(675)		(675)	(675)			(675)
360	Sewage Pump. Stns Retrofit	473		473	473			473
362	Carp Sewage Pump. Stn. & Fm.	7,505	7,505					
364	Carp Local Sewer System	3,425	3,425					
372	Western Growth Sewer	1,150		1,150		1,150		1,150
380	West Rideau Collector Sewer	18,150		18,150	14,335	3,815		18,150
384	Page Rd Collector, P/S & Fm.	400		400	40	360		400
388	Rideau River Sewer Crossing	100		100	5	95		100
540	Vehicle Pool - New & Expanded	208		208	203	5		208
538	Equip. Pool - New & Expanded	59		59	55	4		59
	<u>SEWERS & PUMPING STNS.</u>	30,795	10,930	19,865	14,436	5,429		19,865
	<u>STUDIES</u>							
398	Sewer Master Plan	270		270	190	80		270
400	GRIS - Departmental Applicat.	100		100	100			100
402	Surface Water Quality Initiatives	675		675	675			675
	<u>STUDIES</u>	1,045		1,045	965	80		1,045
	<u>COMPUTER</u>							
62	GRIS - Hardware/Software	112		112	112			112
64	Computer Equip. Purchases	123		123	123			123
66	Communications Equip. Purch.	37		37	37			37
	<u>COMPUTER</u>	272		272	272			272
	<u>TOTAL SEWER SERVICES</u>	32,112	10,930	21,182	15,673	5,509		21,182

6.2 1992 Capital Authority & Financing By Project
Water Supply System
\$000's

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
	<u>STORAGE TANKS & RESERV.</u>							
474	Glen Cairn Reservoir Expansion	95		95	95			95
484	Carlington Reservoir Exp.Joints	780		780	780			780
	<u>STORAGE TANKS & RESERV.</u>	875		875	875			875
	<u>WATER FILT. & PUMPING</u>							
492	Vars Communal Water System	5,870	5,870					
496	Carp Communal Water System	6,235	6,235					
498	Fleet St P/S Structural Rehab.	821		821	821			821
432	WPP - Process Modifications	60		60	60			60
498	Metcalf Communal Water Sys.	625	725	(100)	(100)			(100)
414	Britannia Filters Rehabilitation	30		30	30			30
424	Water Facilities Roofing Prog.	49		49	49			49
460	Carlington Hgths. P/S Upgrade	410		410	410			410
428	Water Pumping Stns. Expansion	145		145	145			145
	<u>WATER FILT. & PUMPING</u>	14,245	12,830	1,415	1,415			1,415
	<u>FEEDERMAINS</u>							
526	Oversized Wms. Contrib. Prog.	530		530		530		530
440	Hunt Club Rd.(Cahill - Esson)	265		265	215	50		265

6.2 1992 Capital Authority & Financing By Project
Water Supply System
\$000's

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
528	MacFarlane Road Feedermain	45		45	45			45
470	Woodroffe Avenue Feedermain	1,935		1,935	645	1,290		1,935
444	Hunt Club Bridge Feedermain	260		260	260			260
462	Leitrim Rd/Rideau R. Crossing	195		195	135	60		195
446	Hunt Club Rd (Bowesville - Airport Pkwy)	95		95	95			95
	FEEDERMAINS	3,325		3,325	1,395	1,930		3,325
	<u>SYSTEM REHAB. & IMPROVE.</u>							
506	Proactive Wms Rehabilitation	530		580	580			580
508	Water Improvements Program	390		390	390			390
510	Wms Intersection Improvements	170		170	170			170
512	Coordinated Wms. Rehab.	6,760		6,760	6,760			6,760
	SYSTEM REHAB. & IMPROVE.	7,900		7,900	7,900			7,900
	<u>STUDIES</u>							
516	Water Master Plan	220		220	170	50		220
518	Water System Operations Study	170		170	170			170
520	GRIS - Depart. Applications	290		290	290			290
	STUDIES	680		680	630	50		680
	<u>VEHICLES & EQUIPMENT</u>							
536	Equip. Pool Replacement Prog.	120		120	120	*		120

6.2 1992 Capital Authority & Financing By Project
Water Supply System
\$000's

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
538	Equipment Pool - New & Exp.	82		82	76	6		82
540	Vehicle Pool - New & Exp.	163		163	158	5		163
542	Vehicle Pool Replacement Prog.	1,167		1,167	1,167 *			1,167
	VEHICLES & EQUIPMENT	1,532		1,532	1,521	11		1,532
	COMPUTER							
62	GRIS Hardware/Software	215		215	215			215
64	Computer Equip. Purchases	236		236	236			236
66	Comm. Equipment Purchases	71		71	71			71
70	Comm. System Upgrade	1,000		1,000	1,000 *			1,000
	COMPUTER	1,522		1,522	1,522			1,522
	TOTAL WATER SERVICES	30,079	12,830	17,249	15,258	1,991		17,249
* Funded from the Vehicles & Equipment Replacement Reserve Fund								

6.2 1992 Capital Authority & Financing By Project
Solid Waste Disposal
\$000's

PAGE	DESCRIPTION	AUTHORITY			FINANCING			
		GROSS	SUBSIDY	NET	PAYG	RDC	DEBT	TOTAL
	<u>LANDFILL SITES</u>							
550	Buffer Land Requirements	895		895	895			895
552	Nepean Site Closure	6,635		6,635	6,635			6,635
554	Landfill Site Improvements	860		860	860			860
	<u>LANDFILL SITES</u>	8,390		8,390	8,390			8,390
	<u>LANDFILL FACILITIES</u>							
564	Household Special Waste Prog.	285		285	285			285
566	Waste Management Alternative	485		485	485			485
568	Landfill Leachate Management	90		90	90			90
570	Landfill Gas Utilization	240		240	240			240
	<u>LANDFILL FACILITIES</u>	1,100		1,100	1,100			1,100
	<u>STUDIES</u>							
576	Waste Mngmt. Master Plan 2	940		940	940			940
	TOTAL SOLID WASTE	10,430		10,430	10,430			10,430

6.3 Summary of Capital Spending Plan

(Adjusted for Inflation)

	<u>1992</u> \$000	<u>1993</u> \$000	<u>1994</u> \$000	<u>1995</u> \$000	<u>1996</u> \$000	<u>1997-2001</u> \$000	<u>TOTAL</u> \$000
REGION WIDE							
- General Administration	10,736	7,766	9,020	3,467	3,597	14,509	49,095
- Environmental Areas	402	422	443	465	488	5,930	8,150
- Health, Homes & Social Services	5,407	25,263	18,470	(10,882)			38,258
- Transportation	85,231	124,947	98,151	98,271	86,886	650,693	1,144,179
REGION WIDE	101,776	158,398	126,084	91,321	90,971	671,132	1,239,682
TRANSIT	59,771	68,543	80,252	69,577	71,168	405,000	754,311
SEWER	100,051	43,685	29,946	15,799	12,069	104,139	305,689
WATER	47,121	38,943	54,064	41,411	32,123	206,513	420,175
SOLID WASTE DISPOSAL	19,385	19,075	29,620	28,605	38,365	134,670	269,720
TOTAL SPENDING PLAN	328,104	328,644	319,966	246,713	244,696	1,521,454	2,989,577
Revenue	106,204	116,357	115,373	88,776	93,504	562,938	1,083,152
NET SPENDING	221,900	212,287	204,593	157,937	151,192	958,516	1,906,425
<u>Total Net Financing</u>							
Debentures	57,000	70,000	90,000	34,000	30,000	150,000	431,000
Capital PAYG	121,394	108,078	64,734	52,389	42,448	265,153	654,196
Equipment Reserve	5,777	3,179	3,054	2,775	3,086	16,279	34,150
R.D.C. Reserve	18,095	14,550	31,585	53,393	59,570	425,498	602,691
Depreciation Reserve	19,634	16,480	15,220	15,380	16,088	101,586	184,388
Net Financing	221,900	212,287	204,593	157,937	151,192	958,516	1,906,425



Annexes



	<u>1991</u>	<u>1992</u>	<u>% Increase</u>
<u>Urban</u>			
Regional Property Tax (1)	\$695	\$722	3.8
Water (2)	\$187	\$194	3.7
Sewer (2)	<u>\$198</u>	<u>\$206</u>	4.0
	\$1,080	\$1,122	3.8

Rural

Regional Property Tax (3)	\$305	\$329	8.0
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(1) Based on the weighted average assessment of the municipalities of Gloucester, Kanata, Nepean, Ottawa, Vanier, Rockcliffe and Cumberland.

(2) Based on the average consumption of 1 cubic metre of water per day.

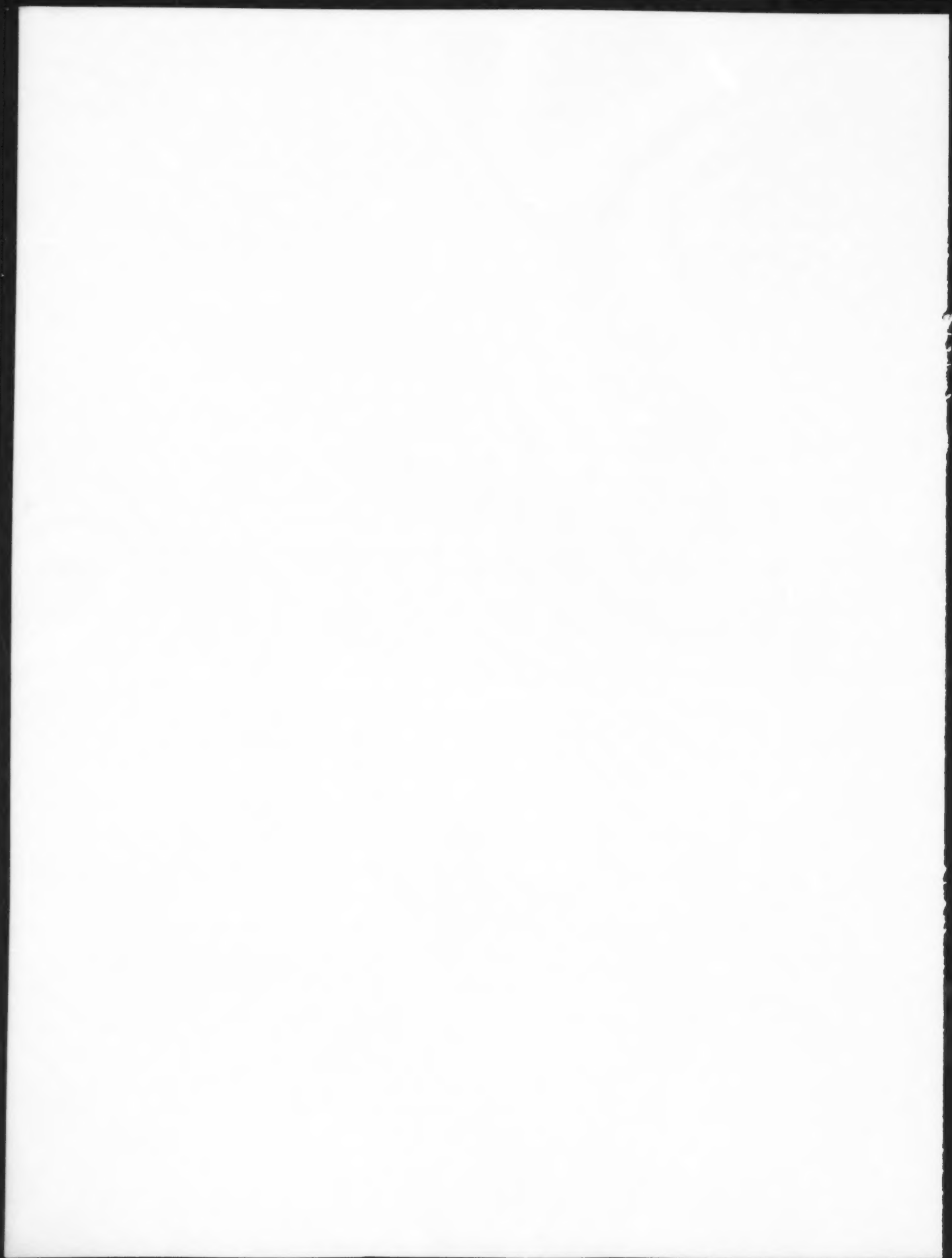
(3) Based on the weighted average assessment of the municipalities of Goulbourne, Osgoode, Rideau and West Carleton.



Impact of Entanglement Tax Supported Programs

Annex B

	1991		1992		
	Adjusted Budget		Total Request		
	<u>Gross</u>	<u>Net</u>	<u>Gross</u>	<u>Net</u>	<u>Inc.</u>
	\$000	\$000	\$000	\$000	%
Regional Programs					
P.A.Y.G.	42,700	42,700	41,950	41,950	(1.8)
Debt Charges	47,501	47,501	52,129	52,129	9.7
Other Financial	11,406	10,213	5,355	5,355	(47.6)
Other Revenue	-	(31,512)	-	(32,063)	1.7
Non Departmental	15,522	13,528	15,950	13,895	2.7
O.C. Transpo	67,967	38,647	70,562	39,899	3.2
Transportation/ Handicapped	11,269	5,774	13,264	6,723	16.4
Regional Departments	56,531	38,455	56,609	38,837	1.0
Total Regional Programs	252,896	165,306	255,819	166,725	0.9
Less Assessment Growth					1.7
Net Impact					(0.8)
Cost Shared Social Programs					
Social Services	250,383	54,368	323,726	62,381	14.7
Homes for the Aged	32,664	10,455	34,099	10,983	5.1
- Hospital Financing	-	-	-	-	-
Health	17,054	4,391	17,744	5,802	32.1
Childrens Aid Society	6,534	6,534	6,893	6,893	5.5
	306,635	75,748	382,462	86,059	13.6
Day Care	38,987	8,779	44,013	10,858	23.7
Total Cost Shared	345,622	84,527	426,475	96,917	14.7
Less Assessment Growth					1.7
Net Impact					13.0



Projected Reserve and Reserve Fund Balances ***

December 31, 1992

Annex C

	Uncommitted Balances Dec. 31/91 \$000	Contributions From 1992 Taxes & User Charges \$000	1992 Interest Earned \$000	1992 Drawdowns \$000	Uncommitted Balances Dec. 31/92 \$000
Capital Project Reserves					
-Region Wide	865	12,500	77	12,308	1,134
-Day Care	367	0	29	0 **	396
-Transit	2,118	14,450	126	15,536 *	1,158
-Sewer	1,132	15,000	1,476	15,673	1,935
-Water	6,708	19,541	1,318	12,971	14,596
-Environmental Areas	655	0	52	0	707
-Solid Waste	4,260	8,603	685	10,430	3,118
-Snow Dump Replacement	899	168	79	0	1,146
-Equipment Replacement					
-Transportation	6,227	1,370	553	3,490	4,660
-Environmental Services	2,924	1,037	275	2,287	1,949
-Solid Waste	1,860	180	156	0	2,196
-Health Care	2,565	0	205	0 **	2,770
Day Care Contingency	1,359	0	109	0	1,468
Debenture Currency Exchange	7,029	0	562	1,618	5,973
Insurance	1,774	100	146	260	1,760
Vested Employee Benefits	6,378	0	510	1,270	5,618
Winter Control	3,579	0	286	0	3,865
Sewer Depreciation	0	19,634	-	19,634	0
Sewer Levy Contingency	4,611	0	369	500	4,480
Sewer Surcharge Contingency	23,398	0	1,872	4,000	21,270
Sewer Maintenance Reserve	1,938	0	155	0	2,093
Sub Total	80,646	92,583	9,041	99,977	82,293
R.D.C. Reserve Funds	18,291	16,753	1,436	18,095	18,385
Reserves - General	1,100	-	-	-	1,100
- Working Capital	1,474	-	-	-	1,474
- Other Reserves	3,160	-	-	-	3,160
Grand Total	104,671	109,336	10,477	118,072	106,412

* Drawdown includes \$14.0 million to reduce unfunded debenture authority of \$16.3 million.

** Subject to request for funding and Council approval.

*** Projected Reserve and Reserve Fund Balances shown on this page are after commitments against the respective funds.



Regional Development Charges

Statement of Revenue & Projects Funded

Annex D

	<u>Total</u>	<u>Roads</u>	<u>Transit</u>	<u>Transit</u>	<u>Water</u>	<u>Sewer</u>	<u>Solid</u>	<u>Hospitals</u>
	<u>\$000</u>	<u>\$000</u>	<u>\$000</u>	<u>Buses</u>	<u>\$000</u>	<u>\$000</u>	<u>Waste</u>	<u>\$000</u>
	<u>\$000</u>	<u>\$000</u>	<u>\$000</u>	<u>\$000</u>	<u>\$000</u>	<u>\$000</u>	<u>\$000</u>	<u>\$000</u>
Total receipts to Dec.31,1991	77,071	40,839	4,617	0	11,672	18,177	0	1,766
Revenues in 1992	16,753	9,138	1,074	95	3,404	1,813	514	715
Total Revenue	93,824	49,977	5,691	95	15,076	19,990	514	2,481
Interest earned	11,150	5,939	676	11	1,792	2,376	61	295
Total Funds Available	104,974	55,916	6,367	106	16,868	22,366	575	2,776
<u>Capital Projects Financed</u>								
Eagleson Road	5,528	5,528	-	-	-	-	-	-
Innes Road	1,324	1,324	-	-	-	-	-	-
Blackburn Hamlet By-Pass	5,624	5,624	-	-	-	-	-	-
St.Joseph Blvd.	3,794	3,794	-	-	-	-	-	-
Hunt Club Extension	11,463	11,463	-	-	-	-	-	-
Tenth Line Road	11,298	11,298	-	-	-	-	-	-
March Road	1,680	1,680	-	-	-	-	-	-
Hawthorne-Walkley Connection	1,404	1,404	-	-	-	-	-	-
Walkley Rd. Extension	1,251	1,251	-	-	-	-	-	-
Baseline Road	981	981	-	-	-	-	-	-
Cummings Bridge	739	739	-	-	-	-	-	-
George Dunbar Bridge	651	651	-	-	-	-	-	-
Intersection Modifications	336	336	-	-	-	-	-	-
Pre-Engineering	595	595	-	-	-	-	-	-
South Urban Centre-Studies	341	341	-	-	-	-	-	-
Short-term Design of Arterials	465	465	-	-	-	-	-	-
Long-term Design of Arterials	868	868	-	-	-	-	-	-
New Vehicles & Equipment	422	422	-	-	-	-	-	-
Traffic Control Signal Prog.	248	248	-	-	-	-	-	-
East Transitway Study	134	-	134	-	-	-	-	-
West Transitway Study	502	-	502	-	-	-	-	-
Orleans Town Centre	2,412	-	2,412	-	-	-	-	-
Southeast Transitway Study	8	-	8	-	-	-	-	-
Southwest Transitway Study	12	-	12	-	-	-	-	-

Regional Development Charges

Statement of Revenue & Projects Funded

Annex D

	<u>Total</u> \$000	<u>Roads</u> \$000	<u>Transit</u> \$000	<u>Transit Buses</u> \$000	<u>Water</u> \$000	<u>Sewer</u> \$000	<u>Solid Waste</u> \$000	<u>Hospitals</u> \$000
Transitway Construction General	332	-	332	-	-	-	-	-
East Transitway Property	60	-	60	-	-	-	-	-
Lemieux Island WPP - Expansion & Rehabilitation	2,000	-	-	-	2,000	-	-	-
Britannia Expansion	2,425	-	-	-	2,425	-	-	-
Forest Ridge Pumping Station	4,500	-	-	-	4,500	-	-	-
Forest Ridge Feedermain	1,000	-	-	-	1,000	-	-	-
Orleans Reservoir	1,000	-	-	-	1,000	-	-	-
Hunt Club Rd. FM.	50	-	-	-	50	-	-	-
Leitrim Road / Rideau River Crossing	60	-	-	-	60	-	-	-
Woodroffe Ave. Feedermain	1,290	-	-	-	1,290	-	-	-
Water Master Plan	50	-	-	-	50	-	-	-
Oversized Watermains	530	-	-	-	530	-	-	-
Vehicles & Equipment - New & Expanded	20	-	-	-	11	9	-	-
Robert O. Pickard Environmental Centre	4,935	-	-	-	-	4,935	-	-
Western Growth Area Sewer	1,270	-	-	-	-	1,270	-	-
South Ottawa Collector	6,000	-	-	-	-	6,000	-	-
Cumberland/Gloucester Collector	3,637	-	-	-	-	3,637	-	-
West Rideau Collector Sewer	3,815	-	-	-	-	3,815	-	-
Page Road Collector - Pumping Station & Forcemain	360	-	-	-	-	360	-	-
Rideau River Sewer Crossing	95	-	-	-	-	95	-	-
Sewer Master Plan	80	-	-	-	-	80	-	-
Orleans Health Centre	1,000	-	-	-	-	-	-	1,000
Total Committed Against Projects	86,589	49,012	3,513	0	12,916	20,201	0	1,000